NHS Greater Nottingham
Clinical Commissioning Partnership

Workforce Report

1. Introduction

This report provides the Greater Nottingham Clinical Commissioning Partnerships Governing Body's an update on the current workforce position relating to the period of October 2017 to September 2018.

2. Staffing Levels

The CCP's staffing levels during the period of October 2017 and September 2018 by headcount and whole-time equivalent (WTE) status are illustrated at Figure 1 below. This shows that whole-time equivalent and headcount numbers have fluctuated over the course of the year, which is in part due to some fixed term project work coming to an end and the completion of the recruitment process following the end of the consultation period. .
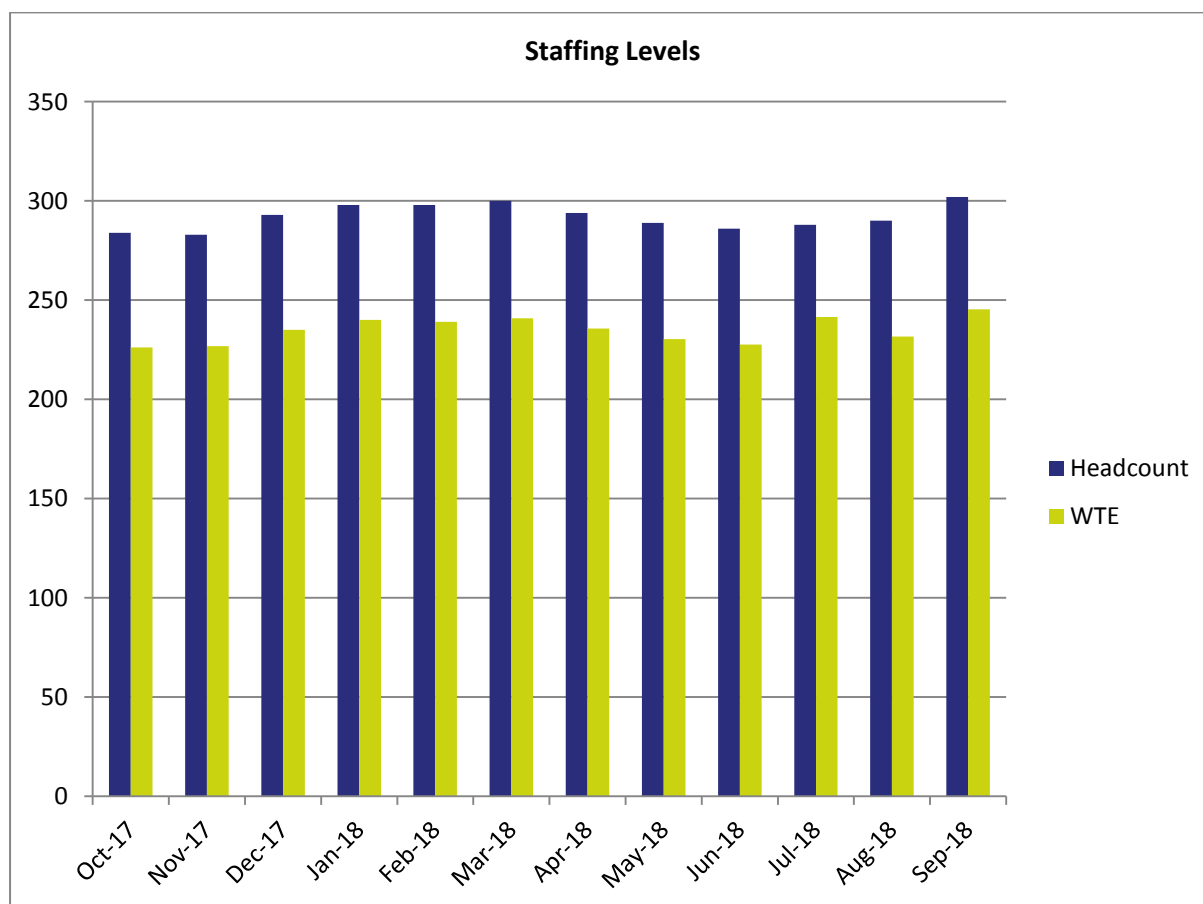
Figure 1

Figure 2 illustrates the CCP's starters and leavers during the period October 2017 and September 2018. We had a higher number of starters (58) in comparison to leavers (46). This is partly due to a slight increase in establishment since the merger of the managements structures but also due to the number of secondments that have been granted to staff where backfill has been required.
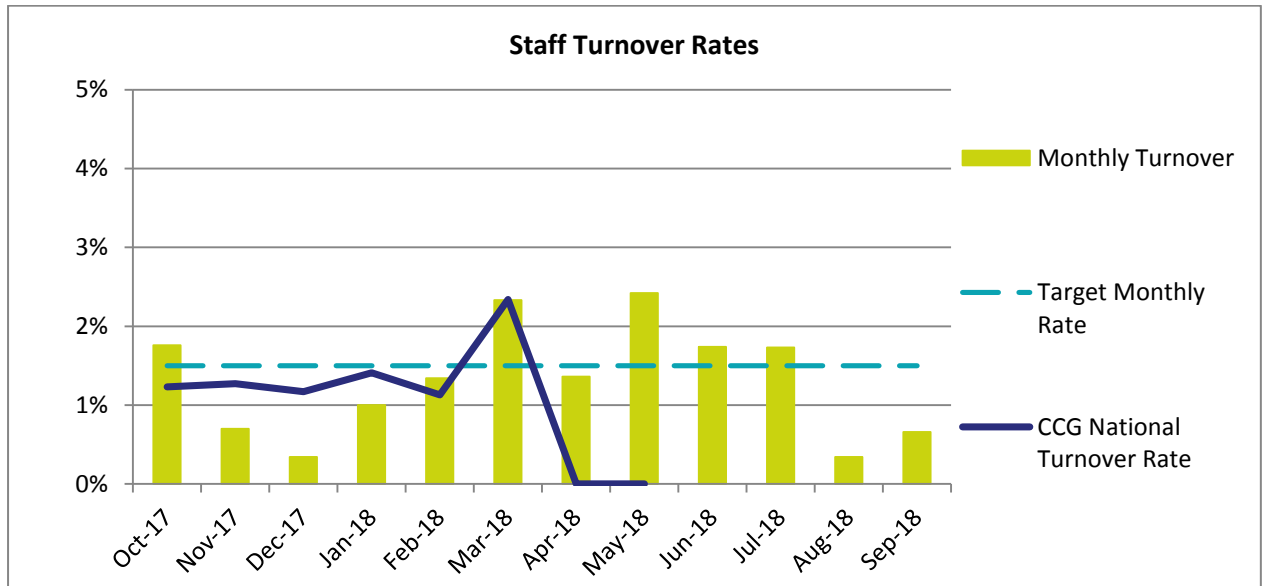
Figure 2
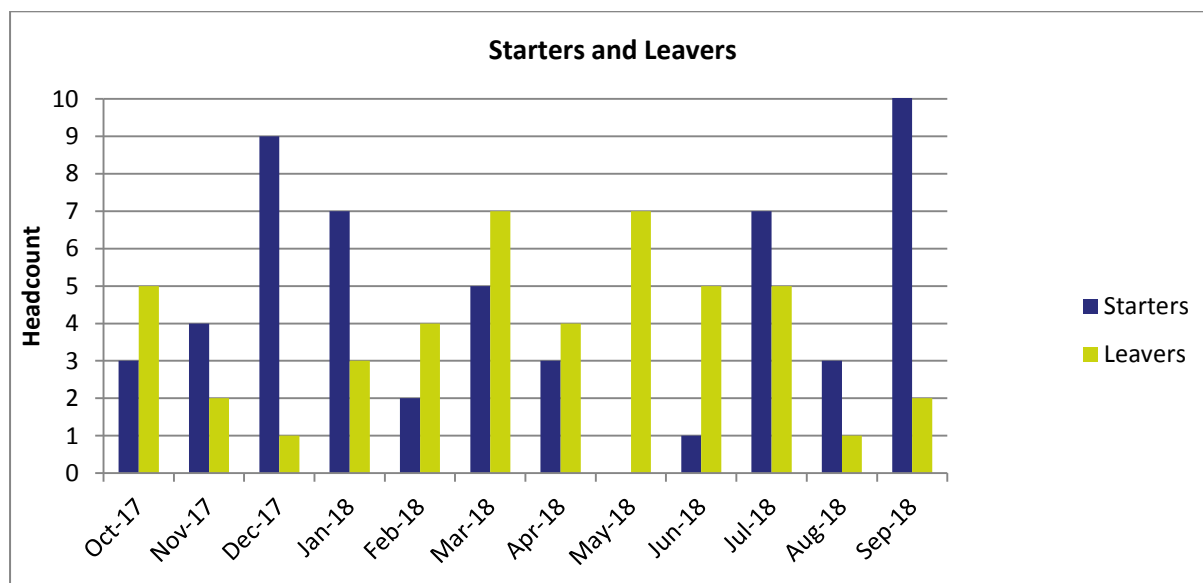
3. Staff Turnover

It is important to monitor turnover rates for an organisation the size of the CCP, as high staff turnover could have a detrimental impact in terms of the loss of skills, experience and organisatinal knowledge and the cost and time requirements associated with recruiting and training replacement staff. It is however recognised that a certain amount of natural staff turnover should be seen as healthy in order to maintain staff motivation and to ensure that the CCP continues to benefit from new perspectives. The CCP's monthly turnover rates, against a target of 1.5%, are illustrated at Figure 3 below. Figure 3 also demonstrates the CCPs performance again the national average turnover rate for CCG's, which is collated by NHS Digital and published four months in arrears. For the most part the CCP has managed to stay below the national average, with the exception of October and February. We have expereienced significant peaks in our turnover figures throughout the last year, with 5 of the last 12 months peaking above our tolerance levels. Whilst monitoring the turnover it is important to remember that a small number of staff leaving within the same month will cause a peak in our turnover figures. We had 7 staff leave in March and May 2018 but with such small numbers this has an impact on the reported percentage.
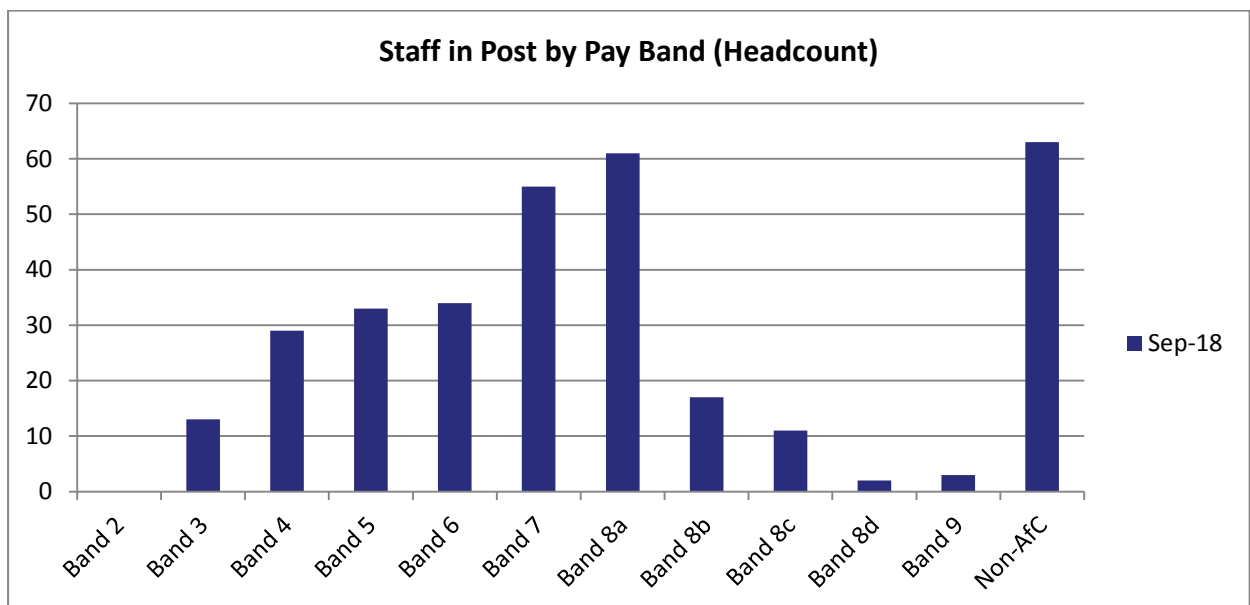
Figure 3

**Staff Turnover Rates**

4. Workforce Profile

The current banding distribution of the CCP's staffing structure is illustrated at Figure 4 below. This shows that the vast majority of the CCP's workforce are on Bands 5 to 8a. Whilst overall staffing figures have increased, the proportion of the workforce within each band hasn't changed significantly since the merger of the management structures. Figure 4 also shows a large number of staff on Non Agenda for Change contracts (63) that wouldn't normally be representative for an organisation of the CCP's size. However, 45 of these contracts are used for the CCP's GP Governing Body Members, Lay Members and GP Leads. The Non Agenda for Change contracts may increase as it is intended to carry out an exercise to harmonise all directors onto the same contracts.

Figure 4

Staff in Post by Pay Band (Headcount)

An analysis of the CCP's workforce by working hours is provided at Figure 5 below, which shows that a third of staff work on a part-time basis. This demonstrates that staff are still accessing the number of flexible working opportunities available following the merger of the management structures.

Figure 5

Full Time v Part Time

Part Time: 37%
Full Time: 63%
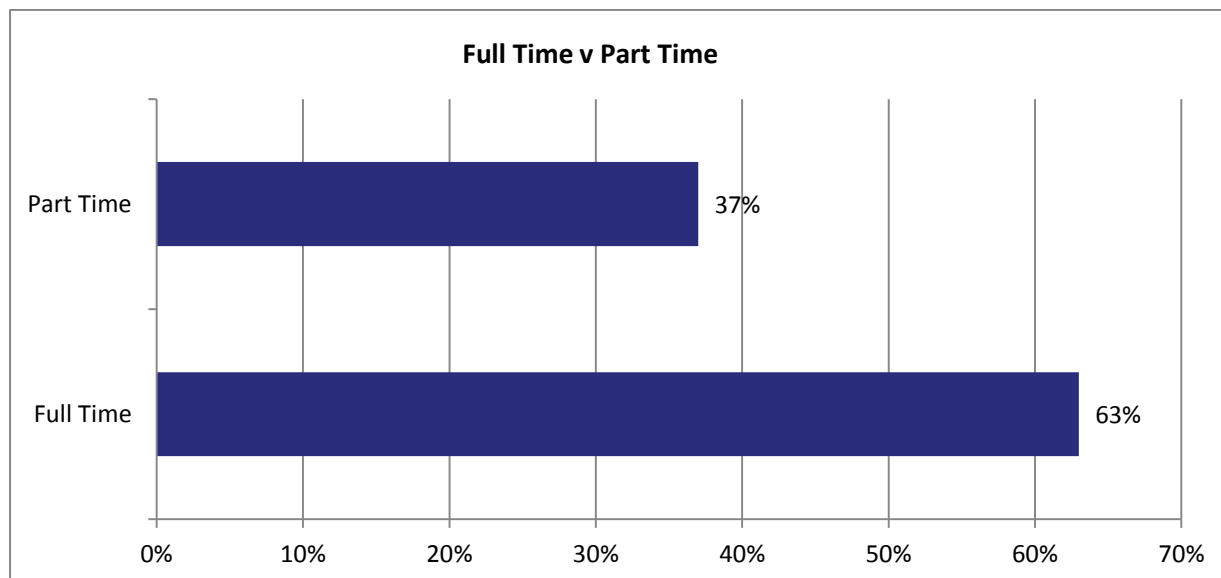
5. Workforce Equality Objectives

The CCP is committed to being a fair and inclusive employer, and it is a statutory requirement that each CCG within the CCP has up to date equality objectives. Work is ongoing to identify equality objective themes that are aligned to the CCP's strategic objectives and to agree an optimal number of equality objectives.

The table below shows the current profile of the CCP's workforce against six of the protected characteristics as defined by the Equality Act 2010. Being a small organisation[1] employing just 321 members of staff imposes a number of restrictions on the extent to which it is possible to analyse workforce reports without compromising the anonymity of individual members of staff. With this in mind, for characteristics that include categories with low numbers (i.e. less than 5% of the workforce), the headcount is presented as a percentage range.

We are continually working with staff to reduce the number of 'do not wish to declare' options across all protected characteristics. We will reintroduce the bi-annual requests to review and update personal data, consistent reassurance that personal data is not used or accessed by anyone other than those with a requirement to view it, and to actively demonstrate that all processes are fair and transparent to increase employees ease with declaring their protected characteristic status.

There is significant work that needs to be carried out across the Partnership to develop and embed equality practices within our recruitment, employee relations management and change management practices that will be develop over the next 18 months.

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[1] *Public authorities with fewer than 150 employees are exempt from the requirement to publish detailed information about their workforce.*

Protected Characteristic		Headcount as at 30 September 2018 (321 headcount)
Age	16 – 30	27 (8%)
	31 – 40	86 (28%)
	41 – 50	107 (33%)
	>50	101 (31%)
Gender	Male	88 (27%)
	Female	233 (73%)
Ethnicity	White British	268 (83%)
	BME	43 (13%)
	Do not wish to declare / Not stated	10 (4%)
Disability	Yes	< 5%
	No	76% - 80%
	Do not wish to declare / Not stated	16% - 20%
Sexual Orientation	Heterosexual	66% - 70%
	Lesbian/Gay/Bisexual/Other	< 5%
	Do not wish to declare / Not stated	31% - 35%
Religion / Belief	Atheism	16% - 20%
	Christianity	36% - 40%
	Hinduism	< 5%
	Islam	< 5%
	Other	< 10%
	Do not wish to declare / Not stated	36% - 40%

6. Sickness Absence

Sickness absence can be problematic for small organisations as it is more difficult to cover the absence of key individuals or disseminate the work between teams.

Figure 6 below provides details of the CCP's monthly sickness absence rates for the period between October 2017 to September 2018. The figure shows a fluctuating picture of absence across the year but still well below the monthly target of 2.5%. This is fluctuating absence primarily due to a number of long term absences from the partnership, all of which are being managed are looking to return the individuals from their absence period.

Whilst the absence figures do look encouraging they should be viewed with some caution. We are concerned that sickness absence isn't be accurately recorded due in part to the large changes in line management following the merger of the management structures. There is also a technological barrier that is restrictig the accurate recording of sickness absence through ESR Supervisor Self Service. The HR Team have identified a potential resolution to this problem and hope to see sickness absence recorded more accurately in the coming months.
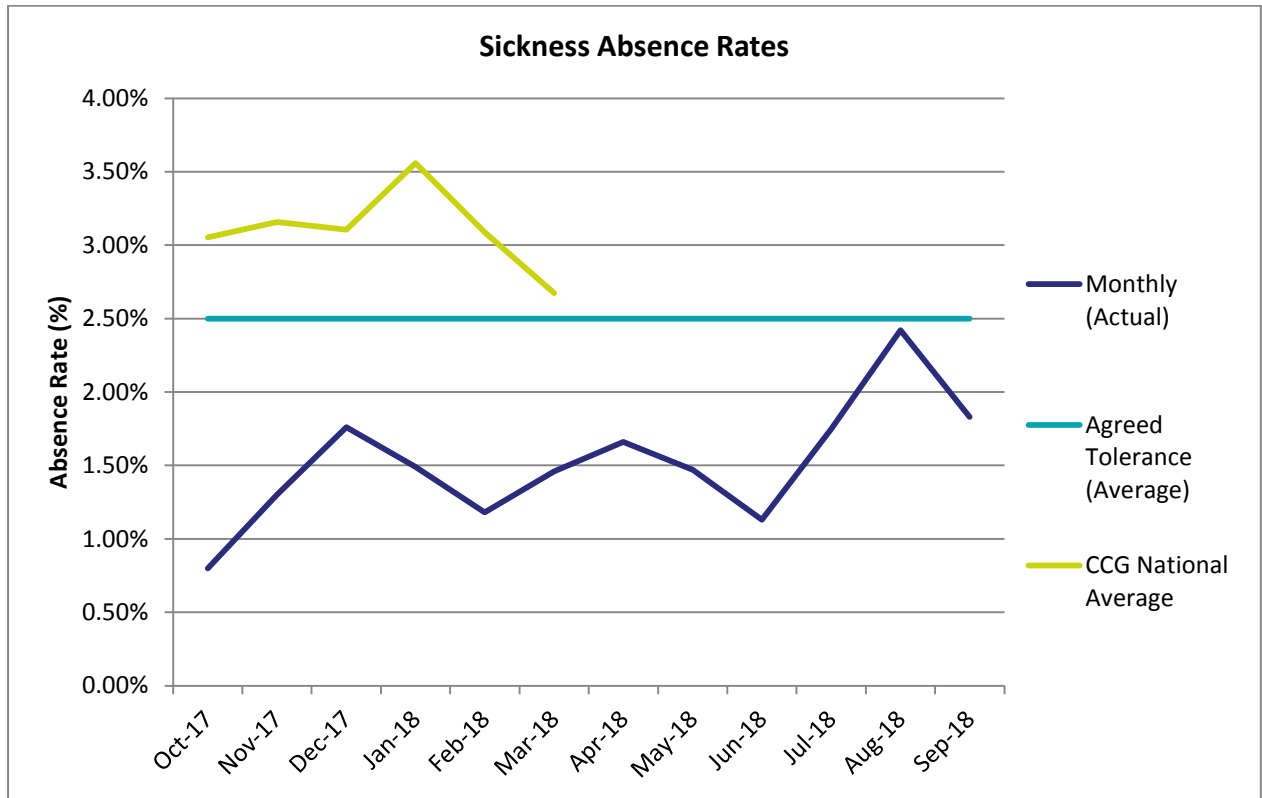
Figure 6

Figure 7 provides an analysis of short term and long term (28 or more consecutive days) absences during October 2017 to September 2018, and shows that long term absence has been consistent throughout the year.

All individuals that have been identified as breaching internal policy triggers are being met with in line with the requirements of the Greater Nottingham CCG's Sickness Absence Policies.

Figure 7
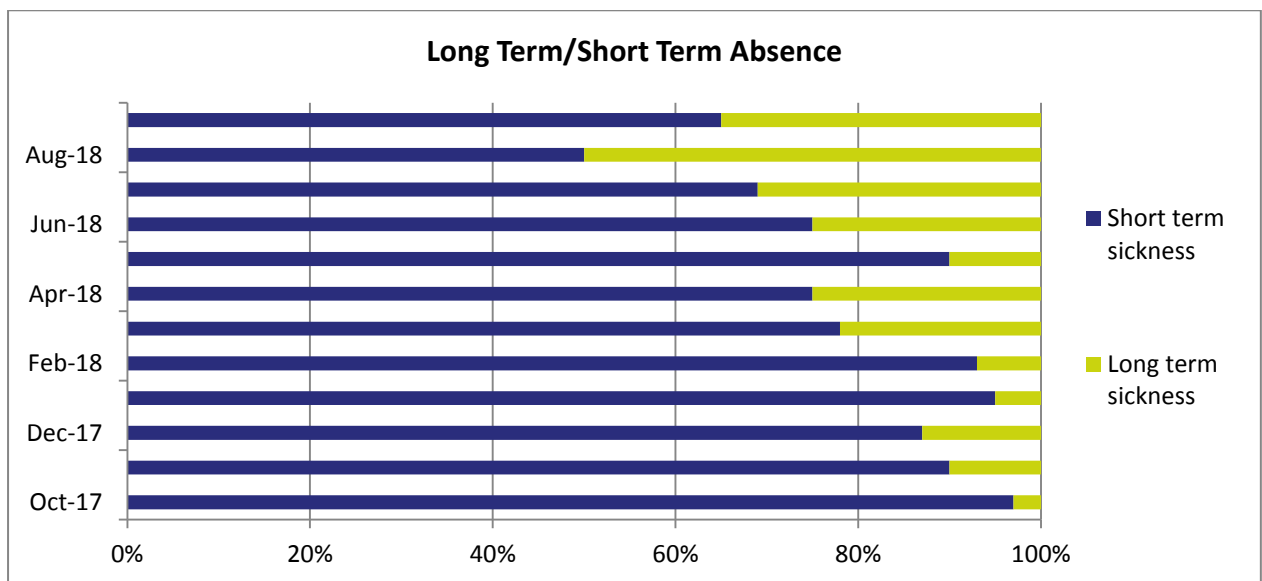
In addition to the length of absence the CCP also monitor the reason for absence to ensure that we are able to offer appropriate interventions to our staff if there is a repeated cause of absence across the organisation or within a specific team.

The table below details the 'top 5' reasons for absence during the period between October 2017 and September 2018.

|	Reasons for Absence
1	Cough/Cold/Flu
2	Gastro-intestinal
3	Headache/Migraine
4	Mental Health
5	Back Problems

Staff Wellbeing is vitally important to the success of the CCP and especially in times of significant change. We have continued to work with our Occupational Health provider to ensure staff awareness of commons workplace conditions and injuries as well as providing the flu vaccination.

7. Statutory and Mandatory Training

The CCP has an agreed compliance target of 95% for all statutory and mandatory training undertaken across the Greater Nottingham CCGs.

Figure 8 demonstrates the current compliance rates for all statutory and mandatory training until the 30 September 2018.

Figure 8
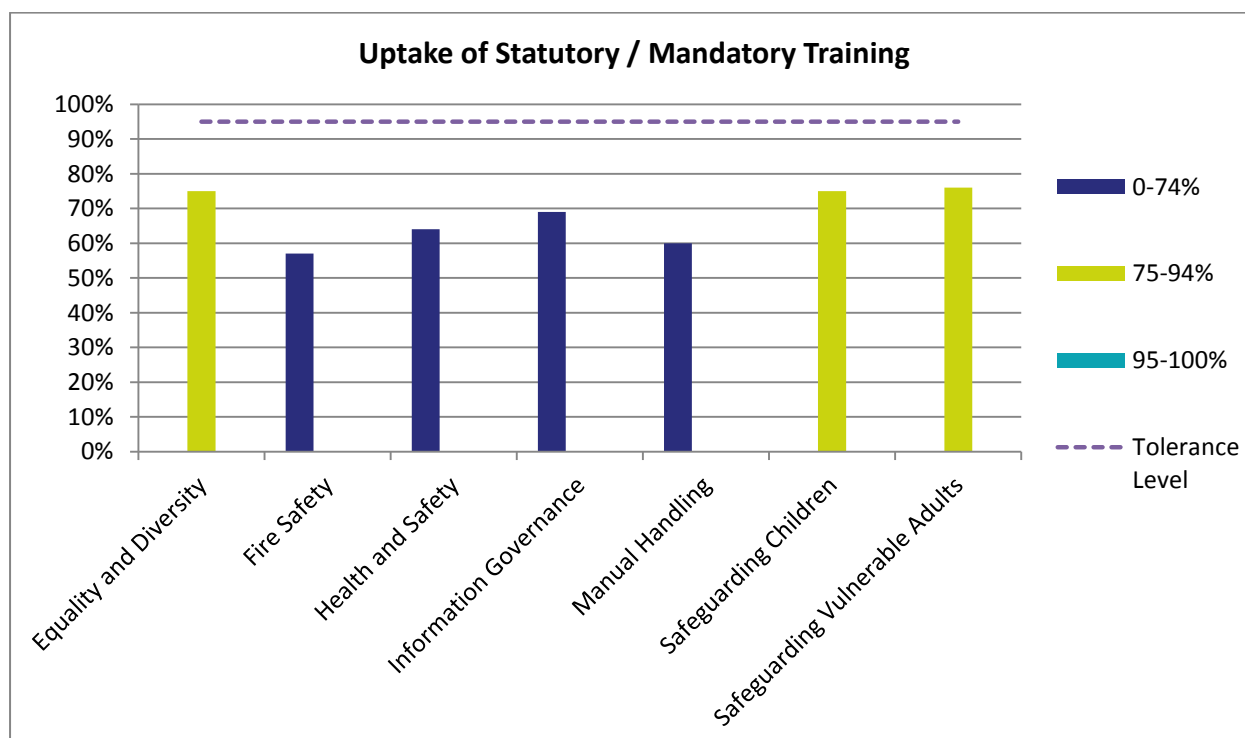
As demonstrated in Figure 8, the completion rate for the mandatory training modules requires some immediate attention, specifically in our statutory areas of compliance.

Since April 2018 staff have been required to complete a Managing Conflicts of Interest module, however, the compliance figures for this module are currently being validated across the CCP due to reporting errors on ESR. We will ensure that this information is available for the next report.

The HR team will continue to contact individual members of staff directly to highlight any outstanding modules, and offer to support where necessary and appropriate to ensure these are completed.

8. Staff Appraisals

Due to the change process to merge the management structures and following the signfificant changes in line management that have occurred following the conclusion of that process, it has been difficult for staff to complete the appraisal process. As a result current compliance is well below our expectations.

Now that staff have been working in the new structures for some months, we have circulated a simplified appraisal form to be used as an interim measure whilst we develop a more robust and purposeful process to be used in the future.

We will continue to work with individuals and their Line Managers to increase the compliance figures for the next quarterly report.

9. Staff Survey

The CCP are participating in the National Staff Survey for 2018 to be administered by Picker Institute Europe.

The survey will launch, week commencing 8 October 2018 and will be available for staff to respond to until 30 November 2018.

We will receive the preliminary results from the staff survey at the beginning of December with the full report being available at the end of January 2019, when we will develop an action plan in response to the survey in conjunction with the Staff Partnership Group.

10. Staff Partnership Group

The CCP has implemented a Staff Partnership Group in order to work proactively and collaboratively with employees on staff engagement.

The group has met twice since August 2018 and have agreed a remit and started to contribute to the development and implementation of HR Policies, Internal Efficiencies, Staff Intranet, Internal Communications and Staff Benefit Schemes and Charity Events.

11. Organisational Development Plan

In conjunction with East Midlands Leadership Academy, the CCP has developed an Organisational Development Plan in order to help our employees to identify with Greater Nottingham CCP.

It was acknowledged from the start of the development process that the focus of the plan should be on the immediate to mid future (no more than 18 months) in anticipation of further changes to the NHS commissioning landscape.

In order to develop the plan a series of OD Focus Groups were held at the beginning of September across the four sites of the Partnership. The aim of the focus groups was to seek our employee's opinions on the following:

- What is working well at GNCCG and what strengths can we build on?
- What kind of organisation do we need to be to deliver our aims and work effectively with partners across Nottinghamshire?
- What support do we need to help us develop individually, as teams, and as an organisation?
- What should be the priorities for this development over the next six months? Over the next 18 months?

There were a series of themes identified during this process that our staff felt needed addressing/developing that included the following

- Establishing organisational objectives
- Visible leadership
- Developing and celebrating existing teams

The HR&OD team are currently working on developing an implementation process to embed the plan and develop the workforce for the future.

12. Workforce Risks

Following the conclusion of the organisational change process and the embedding of the new structures we have identified the following workforce risks and mitigations and added them to the CCGs' Risk Register.

Identified Risk	Mitigation/Controls
Loss of staff from Executive, Senior or Middle Management positions could potentially lead to the loss of organisational memory and impact the achievement of CCGs statutory requirements	Organisational Development Manager starting on 15 October 2018 Staff appraisals completed by line managers Weekly Greater Nottingham staff news updates to keep staff informed and engaged Staff engagement sessions led by the Accountable Officer
Staff may become disengaged, which could result in low morale and reduced productivity due to the ongoing change processes.	Organisational Development Manager starting on 15 October 2018 Staff appraisals completed by line managers Weekly Greater Nottingham staff news updates to keep staff informed and engaged Staff engagement sessions led by the Accountable Officer
Inconsistent and accuracy of sickness absence recording during and since the conclusion of the organisational change process due to changes in line managements and access to ESR Supervisor Self Service.	HR Manager starting on 15 October 2018 Centralised sickness recording process to mitigate access to ESR Supervisor Self Service ESR Supervisor Self Service available for managers with appropriate access Sickness management reports sent to Line Managers on a monthly basis.

13. Recommendations

The Governing Body is requested to:

- Consider and comment on the current workforce information contained within this report; and

- Provide feedback on future monitoring and reporting requirements.

Gemma Waring
Head of HR & OD
September 2018